

**NANCY S. HUBER**  
The University of Arizona  
Vitae - Fall 2007

**EDUCATIONAL BACKGROUND:**

Ph.D. - Continuing and Vocational Education, University of Wisconsin-Madison, 1986.  
Emphasis: Adult Education and Leadership Development.

MS - Continuing and Vocational Education, University of Wisconsin-Madison, 1984.  
Emphasis: Adult Education and Leadership Development.

B.S. - (*magna cum laude*) Extension Education, University of Maine-Orono, 1966.  
Senior Semester - The Merrill-Palmer Institute, Detroit, MI, 1965.

**PROFESSIONAL EXPERIENCE:**

Faculty Associate, Academic Affairs - University of Arizona, 2004-current.  
Responsibilities include Department Head leadership development, leadership issues for women and minorities, integration of leadership education campus wide, teach Collaborative Leadership and engage students in Action Research projects.

Associate Professor, AED in the College of Agriculture and Life Sciences - University of Arizona, 1994-2004. Responsibilities include teaching, working with graduate students and supervision of a teaching assistant. The larger portion of my assignment calls for developing collaborations with students, faculty, staff and administration to enhance community on campus and to offer leadership education and outreach programs broadly.

CORE Partner for Leadership and Outreach - University of Arizona, 1995-1996.  
Responsibilities included supporting the development of a campus wide educational outreach effort, re-designing the President's Quality Leadership Program to target Academic Unit Heads, creating a support circle for Transformative Leaders, and creating a newsletter, *Campus Catalysts* to highlight leadership activity.

Director, Leadership for Transformation - University of Arizona, 1992-1995. Provided overall leadership for western regional program designed to enhance leadership capacity of top Extension professionals. Professorial duties included teaching "Principles of Non-Formal Education" and an experimental course, "Leadership Concepts and Contexts." Carried additional responsibility as CORE (Continuous Organizational Renewal) Partner for Outreach and CORE Facilitator.

Special Assistant to the Dean, College of Education, and Educational Outreach Specialist, College of Agriculture/Cooperative Extension, University of Arizona, on loan 1993. As a member of the Dean's administrative group, had responsibility in the areas of educational outreach, partnerships and collaborations, organizational development and strategic planning. Concurrent responsibility to Cooperative Extension focused on the Leadership for Transformation program and a funded public policy education program called Partners in Natural Resource Policy.

Assistant Director, Cooperative Extension - Community Leadership and Resource Development, University of Arizona, 1988-1992. Administered the Community Leadership and Resource Development program, including coordination of county-based and campus faculty members providing educational programs in Community

Leadership Development, Public Policy Education, and Community Economic Development.

Youth Development Specialist, University of Arizona, 1985-1988. Responsible for teen programming with emphasis on leadership development, youth as volunteers, citizenship, and social issues of concern to young people.

Graduate Assistant, University of Wisconsin-Madison, Department of Continuing and Vocational Education, 1982-1985.

**COURSES AND TEACHING RESPONSIBILITIES:**

"Collaborative Leadership" HNRS 403H is a dedicated Honors College course for juniors and seniors.

"Collaborative Leadership" (AED 403/503) replaces an earlier course, Leadership Concepts and Contexts (see below). The transformation was a result of an ABOR funded Learner Centered Education grant.

"Leadership Concepts and Contexts" (AED 410/510, cross-listed as FSHD 410/510) was initially offered in 1994 and evolved into a student-centered interactive course focused on enhancing community on campus. (Currently taught by faculty at UA South.)

"Experiential Education Principles and Practice" (AED 439/439, cross-listed as FSHD 439/539) was totally redesigned in 1994 and replaced the course formerly known as Non-Formal Education.

"Integrating Lifelong Learning and Leading Across the Disciplines" (AED 596a) was designed as a graduate seminar and was offered in the spring of 1999.

**Students' Action Research Projects:** On-going campus-wide action research projects associated with my classes are designed to involve students in activities that engage and enhance the campus community at the University of Arizona. (Student projects may be explored at <http://www.u.arizona.edu/~nhuber/leadershipnsh.htm>. Examples include the following:

Assessing the Students' Role in UA's Outreach Mission: As the importance of educational outreach becomes more visible, students wanted to know whether this would be a way to get involved and to apply classroom learning in real life situations. Class members surveyed students and discovered that outreach was not well understood. Nevertheless, 75 examples for plausible outreach involvement were generated and forwarded to the Vice Provost for Outreach.

The Transfer Student Experience: The purpose of this project was to create awareness of the problems and challenges associated with transferring to the University of Arizona. In so doing, it was hoped that the transfer student experience might be improved. Students who were surveyed made it clear that there is a need to recognize that a large portion of transfer students are not "typical" 18-22 year olds. They often have responsibilities beyond their courses such as parenting and full time jobs. Likewise, not all transfers are from PCC...or even from in state community colleges. Implications of the findings were discussed with stakeholders from across campus. (Fall 2005).

The January Thaw Proposal: Students in Collaborative Leadership (AED 403/503) developed a concept for presentation to those interested in faculty student interaction on campus. They proposed a back to school event to be held early in January. The "January Thaw" would feature a "chilly" chili cook-off, an Arizona Snowman building contest, and a snowy tug-o' war. Competing teams would be expected to include faculty, staff, and student representation in order to qualify for the event. (Fall Semester, 2004).

Course Availability and the Honors Experience: Honors students at the University of Arizona are of the opinion that their experience would be enhanced if more honors courses were offered. This is the finding of a survey conducted by AED 403H students and the basis for a follow-up project undertaken in the fall semester, 2004. Their project report includes data and findings. (Spring Semester, 2003)

Students' Perspective on Effective Teaching: Students in Section 1 of Collaborative Leadership compared UA's Teacher Course Evaluations and the "Seven Principles of Good Practice in Undergraduate Education" from the Arizona Board of Regents web site and found little congruence. They then surveyed more than 600 students to determine how they would describe effective teaching and discovered that students responses were more closely aligned with the "Seven Principles." The report will be forwarded to appropriate campus administrators and the UA Teaching Center. (Fall Semester, 2003)

Bookmarking UA Clubs and Events: Students in Section 2 of Collaborative Leadership chose to explore ways to increase student awareness of the many clubs, activities, and events available on campus. After interviewing a number of campus stakeholders, they decided to create a bookmark that would list key web sites so that students could readily connect to the resources available and gain greater access to information concerning ways to become involved on campus. A prototype was created and several students made a commitment to continue the project during spring semester. (Fall Semester, 2003)

Madness on the Mall: Students and Instructor in Section 3 of Collaborative Leadership developed a proposal to mount a major fall event to provide a forum for new students to get acquainted. Their idea for a giant tailgate party before the first home football game was seen as a way to create a social event early in the semester so that students would begin to develop school spirit and campuswide involvement. The underlying purpose was to help build a stronger sense of community among students to support their belief that this would aid in student retention. The proposal is pending and would need funding to be realized. (Fall Semester, 2003)

UA Traditions: Students and instructor in Section 2 of Collaborative Leadership determined that UA pride could be more strongly encouraged as freshman come in to the University. Their web-based research provided the content for a colorful two page handout for new students. Included in the flyer is information about UA traditions, key people on campus, sports and other activities, and a list of ten things to do before they graduate. In lieu of funds to maintain this effort, a web site will be made available. (Spring Semester, 2002)

Club Collaborations: Students and instructor in Section 1 of Collaborative Leadership chose to explore the extent to which campus club leaders fostered interaction among their clubs for the purpose of providing students with opportunities to meet others from diverse backgrounds. 46 club presidents responded to the

student's survey and expressed willingness to enhance communication and consider joint projects. In their report to ASUA, the students expressed their hope that clubs could be linked together in new ways and create new kinds of relationships. (Spring Semester, 2002)

The Focused Excellence Initiative: Students enrolled in Leadership Concepts and Contexts are required to design and implement a project that engages and enhances the campus community. This year, they surveyed more than 1400 students to determine their view on the Focused Excellence initiative. At the end of the semester, their findings were shared with administrators who came to hear the class presentation. Invited guests who participated in the ensuing discussion included President Likins, VP Sandra Taylor, VP Randy Richardson, ASUA Pres. Doug Hartz, GPSC Pres. Pete Morris, SPBAC Pres. Jerry Hogle, and AZ Board of Regents President, Jack Jewett. Through shared data and follow-up discussions, the "student voice" was indeed included in the dialogue concerning tuition increase options and the proposed academic leadership themes. (Fall Semester, 2001)

Advising on Campus: Students in Leadership Concepts and Contexts (AED FSHD 410/510) elected to open a dialogue concerning advising at the University of Arizona. They surveyed the campus to determine a) the extent to which students were satisfied with their advising experience at the University of Arizona; b) how accessible they felt advisors were to students; and c) whether the information provided by advisors was accurate. 502 students were surveyed and the results of the study were shared with members of the UA advising community (Fall semester, 2000).

Exploring "Student-Centeredness": Students in Leadership Concepts and Contexts (AED FSHD 410/510) undertook an action research project to determine the extent to which students agreed with the UofA Strategic Planning and Budget Committee's nine descriptors of a "student centered research university." 648 surveys were conducted and analyzed. The project summary was widely distributed on campus and is available on my web site. In addition, a full page article appeared in Lo Que Pasa covering the students' project (Fall semester, 1999).

Exploring Experiential Education: Graduate students in Experiential Education Principles and Practice (AED FSHD 539) researched various experiential learning techniques and sought out illustrative examples. The web site they created as a resource to demonstrate how both the university community and the community at-large can take part in and benefit from experiential learning may be found on my web site (Spring semester, 1999).

Mentoring: Students in AED 401/501 researched the need for and availability of mentors on campus. Their intent was to provide access to information at the University of Arizona via a web site to increase the campus community's awareness of mentoring and thus enhance the University experience. The results of their project is available on my web site. (Fall semester, 1998).

Graduate Students Linking the University to the Community: Graduate students in AED 539 planned and implemented an exploratory forum with department heads and graduate students representing five different colleges and the Graduate Student Professional Council. The intent was to determine current and potential roles for graduate students in linking campus and community through learning experiences. The findings of this project are available on my web site (Spring semester, 1998).

Service, Leadership, and Campus Community: Students in AED 410/510 examined the nature of the relationship between service and leadership in enhancing campus community. They conducted a total of 81 interviews, asking students (both graduate and undergraduate), staff, faculty, appointed personnel and administrators for their views. The data collected has been summarized and disseminated in three ways: development of a web page highlighting service and leadership in building campus community; a two-hour in-class dialogue with President Likins at the end of the semester; and sharing the raw data with the Campus Life Committee of the UofA Strategic Planning and Budget Committee (Fall semester, 1997).

Campus Community Forum: Students in AED 410/510 invited members of the campus community to participate in a forum to probe the meaning of community on campus and suggest ways to move toward a vision of what our community at the University of Arizona might be. The participant list included students, staff, faculty, administrators, and the university president. The forum was designed and facilitated entirely by students. A report is available on my web site (Fall semester, 1996).

## **PUBLICATIONS:**

### Books:

Huber, N. S. & Harvey, M. (Eds.). (2006). *Leadership at the Crossroads*. A volume in the International Leadership Association series: Building Leadership Bridges. College Park, MD: The James MacGregor Burns Academy of Leadership.

Huber, N. S. & Walker, M. C. (Eds.) (2005). *Emergent models of global leadership*. A volume in the International Leadership Association series Building Leadership Bridges. College Park, MD: The James MacGregor Burns Academy of Leadership.

Huber, N. S., & Wren, J. T. (Eds.). (2004). *Building Leadership Bridges 2004*. Greensboro, NC: Center for Creative Leadership.

Cherrey, C., Gardiner, J., and Huber, N. S. (Eds.). (2003). *Building Leadership Bridges 2003*. Greensboro, NC: Center for Creative Leadership)

Huber, N. S. (1998). *Leading from within: Developing personal direction*. Malabar, FL: Krieger Publishing. ISBN# 1-57524-022-X (125 pages)

### Chapters:

Huber, N. S. (2000). "Learning and Leading: A Class Project Provides Context." In Outcalt, C. L., Faris, S. K., & McMahon, K. N. (Eds.). *Developing Non-Hierarchical Leadership on Campus: Case Studies and Best Practices in Higher Education* (pp. 119-128). Westport, CT: Greenwood Press.

### Refereed Journal Articles:

Huber, N. S. (2003). "An Experiential Leadership Approach for Teaching Tolerance for Ambiguity." *Journal of Education for Business*, 79(1), 52-55. (Invited article.)

Huber, N. S. (2002). "Approaching Leadership Education in the New Millennium," *Journal of Leadership Education*, Vol 1, No 1. 10 pages.  
[http://www.fhsu.edu/jole/issues/JOLE\\_1\\_1.pdf](http://www.fhsu.edu/jole/issues/JOLE_1_1.pdf). (Invited article for the inaugural edition.)

Huber, N. S. (2000). "From Philosophy to Practice: Approaching Collaborative Leadership," report of findings from invited workshop at the Association of

Leadership Educators 2000 Conference.  
<http://www.aces.uiuc.edu/~ALE/2000/Huberwkshp.htm>

- Huber, N. S. (1999). "Notes from the Margins: A Response to Leadership Strategies for Organizational Change," Association of Leadership Educators *Quarterly Newsletter*, Vol 8, No 3, September (pp. 7-8).
- Huber, N. S. (1999). "Being a Leader," invited article located as a web-publication at <http://www.emergingleader.com/article10.shtml>. (Site averages more than 9,000 hits per month.)
- Huber, N. S. (1999). Excerpts from *Leading from Within: Developing Personal Direction*, published in "Desert Roses," Vol 3, No 10, March. (Invited article)
- Huber, N. S. (1997). Effective administrators are managers *and* leaders. *Adult Learning*, 9 (1), pp. 10-11, 30.
- Huber, N. S. (1994). "Leadership for Change Means a Change for Leadership." *Community Development Issues* Vol 2, No. 2 - April 1994. Published by Agriculture and Resource Economics, University of Arizona. (Invited article)

#### Refereed Proceedings:

- Huber, N. S. (2000). "From Philosophy to Practice: Approaching Collaborative Leadership," in *Emerging Leadership: Proceedings of Association of Leadership Educators Annual Conference*. Toronto, Ont., Canada.
- Huber, N. S. (1998). "Students Are Leaders Building Campus Community," in *Leading Learning Organizations: Proceedings of Association of Leadership Educators Annual Conference*, Charleston, SC.
- Huber, N. S. (1996). Leadership in Higher Education: Engaging the Department Heads. *Leadership in a Changing World: Proceedings of the Annual Association of Leadership Educators Conference*, Burlington, VT.
- Cole-Huber, N. S. (1990). "Rural Resources and International Partners," invited presentation for the *Enhancing Rural Economies through Amenity Resources Symposium* in State College, PA. (Published Proceedings)

#### Encyclopedia Entries:

- Huber, N. S. (2006). "Tolerance for Ambiguity," in Callanan, G., & Greenhaus, J. (Eds.). *Encyclopedia of Career Development*. Thousand Oaks, CA: Sage Publishing Co.

#### Research reports:

- Moore, S. D. and N. S. Huber. (1993). *Natural Resource Concerns: Nine AZ Counties Issues and Involvement*. Results of a telephone survey conducted in Apache, Coconino, La Paz, Maricopa, Mohave, Navajo, Pima, Yavapai, and Yuma Counties - The University of Arizona.
- Moore, S. D. and N. S. Huber. (1993). *Natural Resource Concerns: Central Arizona Issues and Involvement*. Results of a telephone survey conducted in Gila and Pinal Counties - The University of Arizona.

Moore, S. D. and N. S. Huber. (1992). *Natural Resource Concerns: Southeast Arizona Issues and Involvement*. Results of a telephone survey in Cochise, Graham, and Greenlee Counties - The University of Arizona.

Cole, N. S. (1985). "Cooperative Extension Service Administrators Raise Issues: Report of a Delphi Study," Research report, ES/USDA Administrators.

Cole, N. S. (1985). "A Synopsis of the Kenosha County Case Study," University of Wisconsin Extension, Community Resource Development Report.

#### Refereed Poster Sessions:

Dixon, K.M.; Day, M.V.; and Cole-Huber, N.S. (1990). "Natural Resource Concerns and Political Involvement in an Arizona County Bordering Mexico," at the Third Symposium on Social Science in Resource Management, Texas A&M University.

#### Other publications:

Huber, N. S. (2005). "Effective Leadership and Fine Art: Reflections on Teaching and Learning." Invited article for *LeadershipLink* published on line by Ohio State University.

Huber, N. S. (1996). "Leadership: Shaping the Workforce and the Culture." Invited paper for *The 21st Century Workforce: Opportunity and Promise for Women*, sponsored by the 1996 Arizona Women's Town Hall.

Huber, N. S. (1995). "Campus Catalysts." Continuous Organizational Renewal office newsletter highlighting the work of UofA faculty and staff who are effective in their leadership practice. September issue.

Huber, N. S. (1993). "Mission and Matrix: Managing to Get from Here to the Future." *Proceedings - Anticipating the Future*. NorthEast Regional Center for Rural Development, The Pennsylvania State University. (Invited)

Ayers, J. *et al* (1992). "Communities in Economic Transition: Developing Sustainable Communities with and through Leadership Development," a National Design Team Report for ES/USDA, Natural Resources and Community Resource Development.

Cole-Huber, N. S. (1990). Invited Book Review: *Rural and Small Town America* by Fuguitt, Brown, and Beale for *Journal of Community Development*, Volume 21, No.2.

#### Video and/or taped materials:

Cole-Huber, N. S. (1991). "Partners in Natural Resource Policy," video report for year two of W. K. Kellogg Foundation funded project, Partners in Natural Resource Policy.

Cole-Huber, N. S. (1989). "Business Retention and Expansion," panel presentation at the Governor's Rural Development Conference (Rural Arizona: Realities, Challenges, Opportunities) in Prescott, AZ. (Distributed on tape)

#### Curriculum materials and support:

Huber, N. S. (2003). Guidebook for "Leadership Learning Labs" – A Facilitation Manual for Project Faculty.

Huber, N. S. (2002). Leadership Module for Associate Fellows international on-line community for the Program for Integrative Medicine. (Revised 2004)

Huber, N. S. (1990-1994). Editor, *The LFT Connection*, a quarterly publication to share readings and information among participants in the Leadership for Transformation program.

Huber, N. S. (1990). "Leadership for Transformation," concept, design, and curriculum for a multi-state leadership development program.

Cole, N. S. (1987). "Understanding Leadership Philosophy," curriculum packet prepared for 4-H Youth Development faculty, The University of Arizona, Cooperative Extension.

Cole, N. S. (1985). "Developing a Case Study as a Method of Determining Need;" "Interviewing for the Case Study;" and "Developing Questions for the Survey Instrument." Training and reference materials for Community Development agents in Wisconsin, University of Wisconsin Extension.

Popular press:

(Interview with Jan McCoy) "Southern Arizonans Rediscover the River," in *Arizona Land and People*, Vol 40, No 3, pp 6-7, Fall 1990.

(Interview with Maggy Zanger) "The Border Coalition," in *Arizona Land and People*, Vol 42, No 1, pp 24-25, Spring 1992.

**SCHOLARLY PRESENTATIONS (peer reviewed):**

Huber, N. S., Samoy, J., Leavitt, L., and Muth, R. (2006). "What Students Know about How to Teach Leadership...and Why We Should Listen!" Presented at the International Leadership Association conference in Chicago. November 3, 2006.

Huber, N. S. (2003). "Shaping the Future through Leadership Education: New Form Follows Function at the University of Arizona." Presented at the International Leadership Association conference in Guadalajara, Mexico. November 7, 2003.

Huber, N. S., Roberts, D., & McDermott, L. C. (2001). "Commitment and Context: Two Approaches to Non-Hierarchical Leadership Development and a Response from the Field," International Leadership Association conference in Miami, FL. 60%

Urkov, G. A., & Huber, N. S. (2000). "Emerging Leaders in Context: Developing the Class Project," Association of Leadership Educators Annual Conference, Toronto, Ont., Canada.

Huber, N. S. (2000). "The Intuitive Edge for Emerging Leaders," Association of Leadership Educators Annual Conference, Toronto, Ont., Canada.

Huber, N. S. & Skalsky, L. (1998). "Building Community on Campus: Beyond 'WE-THEY' in Higher Education." American Association for Adult and Continuing Education Annual Conference, Phoenix, AZ.

Huber, N. S. (1998). "Students Are Leaders Building Campus Community." Association of Leadership Educators Annual Conference, in Charleston, SC.

Huber, N. S. (1998). "Engaging Body, Mind, & Spirit in Leadership Education." Mountain Plains Adult Education Association Conference, Beaver Creek, CO.

Huber, N. S. (1996). "Leadership in Higher Education: Engaging the Department Heads," Association of Leadership Educators Conference, Burlington, VT.

**PROGRAM GRANTS, GIFTS, AND CONTRACTS:**

Workshop presentation for TMC Health Services managers on the application of Servant Leadership principles within the organization. (\$2000 - pending). (2007)

Executive coaching for Graduates of the Program in Integrative Medicine, \$700 to date. (Ongoing)

Program for Integrative Medicine revision of a module on personal leadership for the Associate Fellows, \$500. (2006)

Program for Integrative Medicine monitor module and discussion on personal leadership for the Associate Fellows Program, \$750. (2005)

Program for Integrative Medicine preparation of a module on personal leadership for the Associate Fellows, \$2500. (2004)

Program for Integrative Medicine preparation of a module on personal leadership for the Associate Fellows, \$2500. (2003)

Organizational development seminar series for the dental offices of Davenport, Brei, & Davenport, \$2100. (2003)

Awarded \$25,967.00 Learner Centered Education Grant by the Arizona Board of Regents for the "Leadership Learning Labs" project. (2002)

Organizational development seminar series for the dental offices of Davenport, Brei, & Davenport, \$3000. (2002)

Program for Integrative Medicine preparation of a module on personal leadership for the Associate Fellows, \$2500. (2002)

Development of a national online conferencing mechanism to enhance the work of the Kellogg Forum for Higher Education Transformation - \$1500. (1999)

Vision and mission development workshop facilitated for Avalon, Inc. who subsequently contributed \$750 to my gifts and grants account. (1996)

"Personal Leadership within an Organization," a day-long pre-conference session for the 21st Annual Workforce Training and Development Conference sponsored by The Arizona Vocational Association and The Arizona Department of Education. Contribution to my gifts and grants account of \$750. (1996)

"Community and Environment" workshop developed for Border Volunteer Corps for which my gifts and grants account received a \$300 stipend. (1995)

"Visions and Strategies" workshop was developed and presented at the national FFA conference for state leadership. A \$750 contribution was made to my gifts and grants account. (1995)

"Leadership for Transformation" contract awarded by the Western Region Cooperative Extension Directors for three years. Designed and gave leadership to this self-

supporting personal and professional leadership development conference offered each year to 17 states and territories in the Western Region.

Leadership for Transformation 1991 - \$4,800

Leadership for Transformation 1992 - \$12,400

Leadership for Transformation 1993 - \$16,000

Leadership for Transformation 1994 - \$6,800

"Leadership for Transformation" pilot program supported by \$3000 grant from National Farm Foundation. (1990)

Awarded \$128,600 by W. K. Kellogg Foundation for a public policy education project initially titled "Natural Resources and Public Policy: The Rural-Urban Interface." The proposal was developed with Dr. George Ruyle, Extension Specialist in the School of Renewable Natural Resources. (1989-1993) (75% responsibility for design and management)

### **AWARDS & RECOGNITION:**

Mortar Board Senior Honorary, Hall of Fame Award, University of Arizona. May, 2004.

Recognition as Outstanding Honors Faculty, University of Arizona. May, 2004.

International Travel Award given by the Foreign Travel Grant Committee for International Leadership Association presentation in Guadalajara, Jalisco, MX. November 2003

Invited to be a "Scholar in Residence" for the National Leadership Symposium at the Jepson Institute for Leadership, University of Richmond, Richmond, VA. Sponsored by the National Clearinghouse for Leadership Programs and the National Association for Campus Activities. July, 2002.

Co-recipient, the Roger and Nancy Huber Endowment, "In recognition of their dedication to the field of higher education..." The perpetual endowment was initially funded by Tom Keating for \$100,000. October, 2001.

Nominated by five graduate students representing three different departments for 1999/2000 Graduate Student Mentor of the Year, an award presented by the Graduate and Professional Student Council at the University of Arizona. Received honorable mention. Spring Semester 2000.

Chapter 12, "Learning and Leading: A Class Project Provides Context," was highlighted in a review of Outcalt et al, *Developing Non-Hierarchical Leadership in Higher Education*. The review appeared in The Leadership Bookshelf, "Concepts and Connections," Vol 9, No 3 published by the National Clearinghouse of Leadership Programs, 2001.

Selected as one of 16 participants for the first International Institute for Leaders sponsored jointly by The University of Georgia Center for Continuing Education and The Oxford University Department for Continuing Education. With venues in both Athens, GA and Oxford, England, we examined international issues from four major approaches: 1.) an overview of global trends, 2.) cross-cultural understanding and communication, 3.) the effect of 1 and 2 on curriculum design for the development of human capital, and 4.) lifelong education. (August, 1994)

Selected to participate with eight other USDA representatives on an international study tour of West Germany's rural development projects. The two-week tour culminated in

Travemonde on the Baltic Sea with invitational participation in a 15-nation conference celebrating the end of the Council of Europe "Campaign for the Countryside." The study tour was sponsored in part by the Organization for Economic Cooperation and Development, and by Germany's Federal Ministry for Regional Planning, Building and Urban Development. (October, 1988)

### **SEMINARS, WORKSHOPS, AND OUTREACH EDUCATION:**

#### International:

Huber, N. S., Dixon, K. & Ruyle, G. (1991). *Descubro el Rio / Discover the River Forum*: Developed and coordinated a binational discussion in Nogales (with simultaneous translation) of border related environmental health issues and public policy processes. Sponsored by the Partners in Natural Resource Policy project with funds from the W. K. Kellogg Foundation.

#### National:

Huber, N. S. (2007). "You Gotta' Have Heart!" Keynote Address for the Association of Leadership Educators annual conference. (In prep).

Huber, N. S. (2005). "Finding the Leader Within." Keynote Address. George Fox University ELITE Leadership Conference.

Huber, N. S. (2002). "Engaging the Context: Teaching What We Know and Believe in a Context Made Relevant," National Leadership Symposium at the Jepson Institute for Leadership, University of Richmond, Richmond, VA.

Huber, N. S. (2000). "From Philosophy to Practice: Approaching Collaborative Leadership," Association of Leadership Educators Annual Conference, *Emerging Leadership* in Toronto, Ont., Canada.

#### Regional:

Huber, N. S. (1996). "BaFa BaFa," (a diversity workshop) Western Regional Agricultural Communicators and Educators Conference, Tucson, AZ.

Huber, N. S. (1990-1994). LEADERSHIP FOR TRANSFORMATION program elements: "Perspectives on Creativity," "Self Assessment - The Personal Profile System," "Matrix Management - From Mission to Matrix," and "Leadership in Context - Case Study Development." Four workshops offered annually in Tucson, AZ for 17 states and territories in the Western Extension Region.

#### State/Local:

Huber, N. S. (2007). "Leadership and Change," workshop for TMC Health Services, Tucson, AZ.

Huber, N. S. (2006). "Passionate Women: Authentic Leadership," Arizona Women in Higher Education conference, Tucson, AZ.

Huber, N. S. (2003). "Common Ground Is Higher Ground Leadership Symposium," conceived and implemented the day-long event, featuring Dr. Denny Roberts and Dr. Carolyn Haynes from Miami University-Ohio, at University of Arizona at El Portal Conference Center.

Huber, N. S. (2003). "The Leadership Challenge: Will You Still Be a Leader When...?" Keynote address for the All Campus Leadership Awards ceremony.

- Huber, N. S. (2002). "Who You Are When You're Leading." National Association of Women Business Owners, Tucson Area Board of Directors, Tucson, AZ.
- Huber, N. S., & Gurkov, G. A. (2000). "Leading from Within," San Carlos Apache Tribe Social Services, San Carlos, AZ.
- Huber, N. S. (1999). "Intuition and Leadership – Trusting Change," Briefing for Administrative Professionals (UA Extended University,) Tucson, AZ.
- Huber, N. S. (1998). "Leading from Within – Passion, Credibility, Authenticity, and Ethics," WOMEN ON THE MOVE Women's Leadership Conference (sponsored by YWCA). Tucson, AZ.
- Huber, N. S. & Skalsky, L. (1998). "Integrating Lifelong Learning: Strategies for the New Millennium," Arizona Association for Lifelong Learning, Tucson, AZ.
- Huber, N. S. (1998). "2020 – Working Toward a Preferred Future," (a series of four workshops), the Empire Ranch Foundation, Sonoita, AZ.
- Huber, N. S. (1997). "Learning to Manage - Learning to Lead," WOMEN ON THE MOVE, Women's Leadership Conference (sponsored by YWCA), Tucson, AZ.
- Huber, N. S. (1996 and 1997). "BaFa BaFa" (a diversity workshop) Arizona Chapter of the American Payroll Association, Tucson and Phoenix, AZ.
- Huber, N. S. (1996). "From Common Values to Credo Statement." March of Dimes, Southern Arizona Division, Board of Directors, Tucson, AZ.
- Huber, N. S. (1996). "Personal Leadership within an Organization," 21st Annual Workforce Training and Development Conference, sponsored by The Arizona Vocational Association and The Arizona Department of Education, Tucson, AZ.
- Huber, N. S. (1995). "Community and Environment," Border Volunteer Corps, Rio Rico, AZ.
- Huber, N. S. (1994). "A Contextual Framework for Creating 'Common Music,'" THE WAY UP Conference for Women in Higher Education, Tucson, AZ.
- Huber, N. S. (1992-1995). "Leadership and Lifelong Learning," annual workshop for the Center for Rural Leadership (Project CENTRL), Phoenix, AZ.

Campus:

- Huber, N. S. (2004 and 2006). "Experiential Education for Team Leaders.) Center for Student Involvement and Leadership workshops.
- Huber, N. S. (2003). "Personal Profile Assessment," University of Arizona Staff Advisory Council.
- Huber, N. S. (2002). "Collaborative Strategies," University of Arizona Staff Advisory Council.
- Huber, N. S. (2002). "The P.A.C.E. of Leadership," UofA Center for Student Involvement and Leadership.

- Huber, N. S. (2001). "Reflective Leadership," University of Arizona Staff Advisory Council.
- Huber, N. S. (2000 and 2001). "Building Good Relationships Between Department Heads and Their Faculties," UofA Program for Academic Leadership, 'New Head Ed' workshop series.
- Huber, N. S. (1999). "Leadership from Within: Finding Personal Direction," College of Agriculture and Life Sciences Administrative Assistants and Lead Secretaries Retreat.
- Huber, N. S. (1999). "Leading from Within," keynote presentation, University of Arizona Beta Group Directions Conference – REACH IN, REACH OUT.
- Huber, N. S. (1999). "Leading from Within," Fall Student Workshop Series sponsored by UofA Office of Student Programs.
- Huber, N. S. (1999). "Developing a Personal Vision and Mission for Leadership," Arizona Collegiate Institute of Leadership series.
- Huber, N. S. (1998). "Community on Campus: We're all in this Together," 10<sup>th</sup> Annual Student Leadership Conference program 'A+: It's More Than Just Academics.'
- Huber, N. S. (1996). "President's Quality Leadership Program for Department Heads." Designed, implemented, and evaluated this series of day-long seminars. Primary topics for the four sessions: Department Dynamics - The Systems Perspective; Leadership Effectiveness - The Personal Perspective; Building a Community of Excellence - The People Perspective; and Leadership in Context - The Action Perspective. (40 UofA Academic Unit Heads participated.)

### **CITIZENSHIP – Intramural:**

#### University:

Convened the NEXUS Study Group to explore ways for Academic Affairs and Student Affairs to collaborate more effectively to benefit students' leadership development. Currently developing a proposal for an interdisciplinary minor in Contemporary Leadership Studies.

Retention Coordinating Committee, Enrollment Management, 2005-2006.

Learner Centered Education ABOR evaluation team member, 2005.

Planning Degree Review Team Chair, Spring 2005.

Provost's Liaison to Focused Excellence Study Teams: Earth Science and Environmental Programs; Cultural Ethnic, Area and Gender Studies; Cognitive and Neuro Sciences; and Life Sciences, 2003-2004.

"Wildcat Welcome" Ask Me volunteer and Bear Down Ice Cream Bash server, 2003, 2005 & 2005.

University of Arizona Strategic Planning and Budget Advisory Committee (SPBAC), elected to a three-year term, 2002-2005.

University of Arizona Web Advisory Council, selected as faculty representative, three-year term began in 2002-2005.

University of Arizona Committee on Elections, 2000, served as Chair 2002-2003.

Member of the ACE/Kellogg Team that provided oversight to projects on Leadership and Institutional Transformation sponsored and/or supported by the American Council on Education and the W. K. Kellogg Foundation, 1999-2002.

Program for Academic Leadership, HEADS UP Department Head Retreat facilitator, 1998-2001.

## **CITIZENSHIP – extramural:**

### International:

Global Learning Community for Leadership Educators co-convenor (with L. Schnarr, University of Guelph) for the International Leadership Association, 2001-2003.

### National:

National Leadership Symposium planning team at the request of the Director of National Clearinghouse for Leadership Programs (NCLP), 2003-2004.

*Journal of Leadership Education*, serve as reviewer for articles submitted to this on line professional journal, 2003-2004.

Kellogg Forum on Higher Education Transformation (KFHET), 1998-2002. KFHET project writing team 2002.

American Council on Education Project on Leadership and Institutional Transformation, 1999-2000.

Academic Department Chair Design Group for the American Council on Education, Washington, DC, 1999.

Association of Leadership Educators, Board of Directors, 1998-2000.

Served as host and/or collaborator for several faculty on sabbatical leave:

Dr. Jim Mahone, Rural Studies, University of Guelph. (spring semester, 2000.)

Dr. Daryl Heasley, Penn State University and Director, NorthEast Regional Rural Development Center. (fall semester, 1996.)

Dr. Alan Hahn, Department of Human Service Studies, Cornell University. (spring semester 1990.)

Dr. Ira Ellis, Cooperative Extension Service, University of Maine. (spring semester 1989.)

Greenleaf Center for Servant Leadership, Contributing Partner since 1996 and Arizona resource contact since 1999. Served as mentor/advisor to students in Virginia and Indiana on doctoral research projects and offered advice to graduate student at Exeter University in England.

## **HONOR SOCIETIES AND PROFESSIONAL AFFILIATIONS:**

Leadership Learning Community, since 2002

International Leadership Association, since 1999 (Charter Member)

National Clearinghouse for Leadership Programs, since 1998

Association of Leadership Educators, since 1993, Board of Directors, 1998-2000

Greenleaf Center for Servant Leadership, since 1995

National Society for Experiential Education, since 1994

American Association for Adult and Continuing Education, Since 1984-2000

Mountain Plains Adult Education Association, 1990-1999

Arizona Association Of Lifelong Learning, 1997-2000

Community Development Society, 1988-1993, Research Section Chair, 1989-1990, Board of Directors, 1989-1991